

Headquarters
U.S. Army Armor Center and Fort Knox
Fort Knox, KY 40121-5000
3 February 1992

Emergency Employment of Army/Other Resources

U.S. ARMY ARMOR CENTER AND FORT KNOX ISSUE
RESOLUTION SYSTEM (KIRS)

Applicability. This regulation applies to this headquarters, major subordinate commands of the "mobilized" installation, directorates, and other agencies of the U.S. Army Armor Center (USAARMC) and Fort Knox.

Suggested improvements. The proponent of this regulation is Mobilization Branch, G-3/Directorate of Plans, Training, and Mobilization. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Commander, USAARMC and Fort Knox, ATTN: ATZK-PTP-M.

1. PURPOSE. This regulation provides policy, procedures, and guidance for managing the KIRS.

2. REFERENCES:

a. 2A Reg 500-4, to be published, Second U.S. Army Issue Resolution System (CIRS-2).

b. FORSCOM Reg 500-2, 15 Mar 90, FORSCOM Issue Resolution System (FIRS).

c. TRADOC Reg 500-XX, to be published, TRADOC Remedial Action Program (T-RAP).

d. AR 380-19, 1 Aug 90, Automation Security.

e. Joint Universal Lesson Learned System (JULLS) User's Manual.

3. BACKGROUND. KIRS complements CIRS-2, FIRS, and T-RAP. All four programs are a vital part of the overall systematic

*This regulation supersedes USAARMC Memo, ATZK-DPT-PO-P, 16 Jun 87, subject: Implementation of Fort Knox Mobilization and Deployment Improvement Program (KMDIP).

planning, policies, preparation, systems, procedures, and management of Army forces. These programs address resolution of improvement issues surfaced during exercises, seminars, and visits, or generated through operations/contingencies. KIRS:

a. Assigns responsibilities to this headquarters, major subordinate commands of the "mobilized installation," directorates, and other agencies of the USAARMC and Fort Knox.

b. Tracks and monitors the resolution progress of issues and tasks within this headquarters and subordinate command/directorate headquarters.

c. Refers to Second U.S. Army and/or TRADOC those issues which are beyond the capability of USAARMC to resolve.

d. Provides feedback to subordinate commands/directorates.

e. Selects objectives to be examined and verification of issues resolved in future mobilization exercises.

4. DEFINITIONS:

a. KIRS Issue. Any activity (or lack of activity) which prohibits or inhibits the accomplishment of mobilization missions assigned to the USAARMC and Fort Knox.

b. Assigned Issue. An issue that has been identified, analyzed, assigned, and included in one or more of the T-RAP/FIRS/CIRS/KIRS programs.

c. Assignment. The formal designation by the USAARMC and Fort Knox Issue Resolution Steering Committee (KIRSC) of staff responsibility to resolve an issue or task.

d. Referral. The act of forwarding an issue, with recommendations, to the next higher headquarters.

e. Resolution. Solving or eliminating an improvement issue so it no longer prohibits or inhibits the mission.

f. Verification. Analysis of an issue resolution to make sure the problem is solved. This will be accomplished in exercises by including requirements in the exercise design.

g. Open Issue. An issue which has been added to an issue resolution system and is neither resolved nor closed.

h. **Closed Issue.** An issue which has been resolved and verified. Based on input from the responsible agency, the KIRS Program Manager will propose closure of an issue to the Knox Issue Resolution Working Committee (KIRWC). Following concurrence on the recommendation from all other members, the action will be submitted to the KIRSC for approval. Issue closure actions are approved by the Chairman (USAARMC Chief of Staff).

5. **COMMITTEES:**

a. **The KIRSC.**

(1) **Composition:**

(a) **Chairman.** USAARMC Chief of Staff.

(b) **Members.**

1. Commanders (or designated representatives) of: 100th Division (Training), 100th Maneuver Training Command, Readiness Group-Knox, 12th Cavalry Regiment, 1st Armor Training Brigade, 4th Training Brigade, and Noncommissioned Officer Academy/Drill Sergeant School.

2. Directors (or designated representatives) of: G-4/Directorate of Logistics, Directorates of Personnel and Community Activities, Engineering and Housing, Contracting, Resource Management, Security, Health Services, Dental Services, Information Management, Training Development, and Total Armor Force Readiness, and Command and Staff, Weapons, and Maintenance Departments, Civilian Personnel Office, and appropriate elements of the G-3/Directorate of Plans, Training, and Mobilization (Training, Plans, Operations, and Mobilization, etc. Divisions, G-3) .

3. Organizations invited but not required unless special issues concern them: 194th Armored Brigade, Directorate of Combat Developments, USA Second Region, USA ROTC Cadet Command, Inspector General, Armor Branch Safety Office, Staff Judge Advocate, Staff Chaplain, Law Enforcement Command, Public Affairs Office, and Secretary of the General Staff. The KIRS Program Manager is responsible to ensure that appropriate organizations are included when special issues which concern them are to be discussed.

4. As Required. Other staff agencies and representatives from Major United States Army Reserve Commands (MUSARCs) and National Guard State Area Commands (STARC).

(2) Responsibilities:

(a) The KIRSC refers to Second Army and/or TRADOC those issues which cannot be resolved by this headquarters or its Active and Reserve Component subordinate elements.

(b) The G-3/Director of Plans, Training, and Mobilization serves as KIRSC executive agent for the Chief of Staff and supervises the operations of the steering committee.

(3) Meetings. The KIRSC will meet semiannually or when called by the chairman.

b. The USAARMC and Fort Knox Issue Resolution Working Committee (KIRWC) is an adjunct of the KIRSC.

(1) Composition:

(a) Chairman. Chief, G-3/DPTM Mobilization Branch.

(b) Members. Each commander, director, and special/personal staff chief will appoint one staff officer to serve as the agency's permanent representative on the working committee. Appointee duties should also provide for agency management of issue resolution and parallel those of the KIRS program manager (see paragraph 6c(2) below).

(2) Meetings. The working committee will meet quarterly or when called by the chairman. The committee will be scheduled to precede the KIRSC.

(3) Responsibilities:

(a) Members convene at the direction of the chairman.

(b) Each member serves as the single point of contact for the respective agency.

(c) Each member establishes procedures to manage, monitor, and coordinate the progress of the resolution of issues for which the agency has responsibility.

(d) Members provide reports on the status of assigned tasks and issues to the chairman of the working committee.

c. Continuity:

(1) Chief, Mobilization Branch, G-3/DPTM:

(a) Supervises the KIRS program.

(b) Coordinates the resolution status and progress of improvement issues and tasks, and recommends the staff proponent for the resolution of issues.

(c) Formally appoints a KIRS program manager.

(2) KIRS program manager:

(a) Acts as coordinator for all improvement issues.

(b) Serves as the USAARMC and Fort Knox point of contact for mobilization and deployment issues.

(c) Reviews progress on issue and task resolution, resolves issue and task conflicts, determines which new problems will be entered into KIRS, and establishes priorities based upon resource constraints.

6. IDENTIFICATION OF PROBLEMS. Issues will be identified in accordance with FORSCOM Reg 500-2, 2A Reg 500-4, and TRADOC Reg 500-XX. The criteria for including problems as issues and tasks in KIRS are:

a. Problems must require effort by more than one staff agency or headquarters to resolve.

b. Problems must be directly related to the ability of the command to mobilize/demobilize, deploy/redeploy, conduct training base expansion/individual replacement operations, and/or serve as a Coordinating/Support Installation.

7. SECURITY. KIRS is designed to accommodate classified issues and problems, however, it is also designed to be automated. Therefore, managers at all levels must prevent classified KIRS material from being entered into non-SECURE approved equipment. When equipment approved to process classified data is not available, classified issues will be typed on approved equipment in the prescribed format and handled in accordance with current security regulations. Classified issues will never be exchanged between addressees through PROFS which lacks the capability to safeguard classified data. Classified issues will be transmitted

between headquarters through the U.S. mail, or by an authorized courier.

8. REPORTS AND ISSUES:

a. The semiannual KIRS report will provide the status of issues by four categories. Issue status will be reported on the JULLS worksheet (see Figure 1). The report will include a copy of the issue that has been accepted in the JULLS program. The work sheet is also in the Joint Exercise Management Program (JEMP) software. The four categories are:

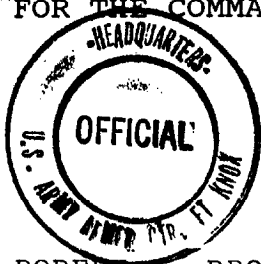
- (1) Closed Issues.
- (2) Unverified Issues.
- (3) Open Issues.
- (4) Issues referred to TRADOC and/or Second Army.

b. Issues. The submission of new issues, and revision of issues that are already in the JULLS program for resolution, will be transmitted between addressees using mail or courier via personal computer disk and/or hard copy using the the export or report procedures delineated in the JCS JULLS Manual.

c. A KIRS report will be published in Nov and May of each year. Copies will be provided to Second Army, ATTN: CIRS-2 Program Manager and to TRADOC, ATTN: T-RAP Program Manager, 14 days after the date of the report. A copy of the KIRS report will be furnished to the program manager of each subordinate directorate, command, or agency.

9. FUNDING. Funding in connection with this program is the responsibility of each participating headquarters and staff agency.

FOR THE COMMANDER:



ROBERT L. BROOKS
Director, Information Management

OFFICIAL:
CLAUDE W. ABATE
Colonel, GS
Chief of Staff

DISTRIBUTION:

CHIEF OF STAFF

DAC

CHIEF OF STAFF, 100TH DIV (TNG)

CDR,

12TH CAV REGT

1ST ARMOR TNG BDE

4TH TNG BDE

USA RG KNOX

100TH MTC

DIR,

DOIM

G-3/DPTM, ATTN: C, TNG DIV

G-3/DPTM, ATTN: C, TSC

G-3/DPTM, ATTN: C, RG DIV

G-3/DPTM, ATTN: C, RCS DIV

G-3/DPTM, ATTN: C, TAFTS DIV

G-4/DOL

USAR ADVISOR

C&S DEPT

WPNS DEPT

MAINT DEPT

DEH

DOC

DRM

DSEC

DOTD

DHS

DPCA

DDS

DTAFR

CPO

CF:

CDR,

194TH ARMD BDE

USA 2D REG, USA ROTC CADET CMD

DOIM, ATTN: ATZK-IMO-R

DIR, DCD

IG

PMO/LEC

SGS (PROTOCOL)

PAO

STAFF CHAPLAIN

SJA

COMDT, USA NCOA/DSS

SAFETY MGR, ARMOR BR SAFETY OFC

OBSERVATION REPORT WORKSHEET
(For use of this form, see 2A Reg 500-4)
(RCS: FCJ5-1)

TITLE: _____

NICKNAME: _____ DATE (MM/DD/YY): _____

SPONSOR: _____

SUBMITTED BY: _____

POC: _____ DSN: _____

COMMERCIAL NO.: _____

CLASSIFICATION (Circle One): U F C S

ACTION (Circle One): 2A, Installation, MUSARC/ARCOM OR STARC

OBSERVATION ():

DISCUSSION ():

LESSONS LEARNED ():

RECOMMENDED ACTION ():

2A Form 153-R

1 Apr 90

Figure 1. 2A Form 153-R, Observation Report Worksheet

OBSERVATION REPORT WORKSHEET GUIDANCE

1. General:

a. Observation reports provide the problem identification element of the Army and Joint Chiefs of Staff (JCS) Remedial Action Projects (RAP) Programs. The information below will be used by USAARMC and Fort Knox with the JCS computer program supporting the JULLS. Headquarters, Department of the Army (HQDA), Office of the Deputy Chief of Staff for Operations and Plans (ODCSOPS) (DAMO-ODO), has distributed the JCS JULLS program disks to commands and agencies that have submitted critique items in past JCS command post exercises. G-3/Directorate of Plans, Training, and Mobilization has the JULLS software available for distribution on request.

b. Each observation report should describe a problem that was encountered and the positive actions the participants took to alleviate that problem, problems encountered for which no solution was found, or those successful actions that should be noted for future operations or exercises. The title of each observation report should reflect both the functional area and the nature of the problem (e.g., "Inadequate Communication Site Dispersion").

2. Observation reports will be submitted through transfer of data on personal computer disk using the available JULLS software. This is the preferred means of transmission. If ADP equipment is unavailable, then the worksheet should be completed following the directions below, and forwarded to this headquarters, ATTN: ATZK-PTP-M. Subparagraphs below are keyed to 2A Form 153-R, Observation Report Worksheet. All entries must be legible and completed in black ink or typewritten.

a. Title. The title should be a short description of the item observed. The title should not be classified.

b. Nickname. Enter the name of the exercise (example, CALL FORWARD 90).

c. Date. Enter the last day of the exercise. The date must be entered in MM/DD/YY format.

d. Sponsor. The entry for this field should be JCS, 2A, TRADOC, or your installation, depending on who directed the exercise or where the observation occurred.

Figure 1-2. Observation Report Worksheet Guidance

e. Submitted by. Enter the abbreviated title for the command or agency submitting the report, i.e., MTMC, HQDA, FORSCOM.

(1) POC. Enter the name of the individual who originally wrote or drafted the report.

(2) Defense Switch Network (DSN). Enter the DSN number of the individual (POC) responsible for writing the report.

(3) Commercial. Enter the commercial telephone number of the individual (POC) responsible for writing the report.

Reverse of 2A Form 153-R

Figure 1-4. Observation Report Worksheet Guidance - Continued